

# AMARC

...A Diamond in the Desert

Supplement to the Desert Airman

Issue 8  
April 2, 2004

## On the move...



Tech Sgt. Brian Davidson

*Technicians load an Army UH-1 helicopter onto a flatbed truck for overland shipment to a private contractor.*



**Colonel Lourdes Castillo**  
*AMARC Commander*

Imagine a company boardroom with the company president and six vice presidents around the conference table. If the company president announced a new policy that either violated standard operating procedures or was obviously counter-productive, how many of the vice presidents do you think would say, "Boss, you've had good ideas before, but that isn't one of them?" Hopefully all of them would, but I'm not certain that it would happen in every company. Perhaps only half of the six would be willing to speak up. If you agree with me, and I suspect that in your hearts more than a few of you do, we find ourselves confronted with a fascinating dilemma.

This dilemma arises from the struggle between exhibiting the moral courage to disagree and engage in discussion and de-

bate vice choosing the seemingly less risky alternative of always agreeing with one's supervisor, no matter what. Trust me when I say that showing moral courage is good for you, it's good for your supervisor, and it's good for organizations. Of even greater importance—and I ask you to think about this—it relieves supervisors of the responsibility for always having to be right!

But what is moral courage, and most importantly, how do you develop the moral courage to resolve a conflict or engage in necessary debate? Moral courage is not always about being a whistleblower, uncovering an unpopular truth, or risking it all like the signers of the Declaration of Independence. Rather, moral courage plays itself out in small doses each day in our lives. Without it, our virtues rust from lack

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## Supervisor training: required for process improvement

### AMARC Training Office

In today's production environment, the supervisor is the "main link" between the organization's goals and the people who must accomplish those goals.

The role a supervisor plays is key to the success of the organization as many decisions affect profit, attitudes, and morale. With a role and function of this magnitude, it is logical that the process of becoming a supervisor requires training.

Supervisor training is fundamental to achieve dramatic improvements in measures of performance, such as cost, quality, service, and speed. It not only provides the tools required to determine how to bring the best in our people by recognizing and tapping each employee's hidden strengths, but it also

helps when developing tactics to optimize output through process improvement.

At AMARC the Industrial Training Division recently developed a course that provides the training supervisors require to effectively lead our multi-skilled force in achieving the center's programmed and un-programmed workload. When you really think about it, leadership is the ultimate challenge in any job. It takes skill, toughness, and sensitivity sprinkled with that ever-so-important touch of knowledge and common sense.

Some suggest that supervisor losses are easily filled by their employees due to the experience these acquire during their day-to-day activities. When you think about it, almost universally, today's supervisory force is made up of men and women who have been promoted from being a super worker to being a supervisor.

In some cases, the transition from being "one of the group" to manager/leader

is very challenging if the person does not have the skills required to lead...to be successful. The tools that the manager/leader places in his/her tool kit ultimately help in the development of their style.

To help supervisors master and apply leadership skills and get them started in the right direction, AMARC provides through a 32-hour training program specific tools including team building, performance assessment, effective listening and communication, delegation of duties, mentoring, time management, employee motivation, supervisor's role in management and employee training management.

Our program was developed on the premise that all responsibilities performed by a supervisor, at any level, fall into one or more of five interdependent

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## CC Corner

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of use. With it, we build a more ethical environment piece by piece. Moral courage is a commitment to doing what's right, in the right way, and for the right reasons. Moral courage is about standing up for what is right. It is centered on the willingness to take action. It is the litmus test of respect—it determines whether you will be taken seriously or not.

John Wayne described it with characteristic bluntness, "Courage is being scared to death and saddling up anyway." It's about facing challenges that seemingly threaten our comfort level and our self-esteem. It's going the extra mile to be honest, to be fair, to be respectful, and to be responsible.

**Try not to become a man of success but rather try to become a man of value.**  
~ Albert Einstein

Some people feel that disagreement is disrespectful. Certainly it can be if inappropriate aspects are acted out. But there is no reason people cannot disagree and debate an issue and still be respectful. It takes a lot of courage to stand up for what's right when we stand alone, or to do what's right despite disapproval and negative peer pressure. But after the discussion or debate is all said and done and the best course of action has been decided upon, it was moral courage that helped get us there.

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A CFC participant

## Training

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functions: planning, organizing, staffing, directing and controlling. With a continual emphasis on the critical importance of focus, attitude and communication combined with job knowledge, process improvement and lean training AMARC is driving supervisors to redesign production processes to increase production efficiency.

The supervisor training program is not a teaching program, but a developmental program that engages supervisors in a process that results in personal and professional growth. The development of more effective supervisors has direct correlation to an increase in the productivity and profits of the center.

Tedd Schwab, Training Division Chief said, "The current classes, running through the end of July, are designed to provide or sharpen the skills that both seasoned and young supervisors need to successfully lead their employees."

"We like to break down the supervisor's tool-set into useable concepts," said Mr. Schwab, "for instance, the role and importance of human communication in the workplace, and tools such as mentoring, coaching and effective writing."

"As a supervisor you have an enormous responsibility to provide the resources and leadership to help your people perform to the best of their ability," said Sharon Nelson, Chief of the Plans and Programs Division, "the more tools and skills you have to choose from, the better off you will be."

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Greg Hofacre

In the F-4 hangar Joe Beakey, aircraft mechanic supervisor, Joe Chacon, lean consultant from the Altarum Corporation and Rob McNichol, aircraft electrician, read through the regeneration

# Lean means a more efficient machine

By Greg Hofacre  
Transformation Office

On March 24, managers, supervisors and employees began AMARC's first "lean event."

The focus in any lean event is the elimination of waste. That is, the elimination of time wasted waiting in idle, time wasted in moving

material and people, and wastes associated with overproduction or "rework" due to defects.

The lean team focused on AMARC's part in the process of turning an F-4G Phantom into a QF-4 Full-Scale Aerial Target. This is quite a challenge since most of these "Wild Weasels" have been out in desert storage for more than 12 years.

To lay the groundwork, the team received some lean training; conducted what is called a "waste walk" (team members walk through the entire process to document the "waste" they find)

and created what is called a "value-stream-map" (where they document the steps of the processes); and began to create the more-efficient processes of the future. These new and "leaned out" processes will ensure AMARC exceeds its customers' production goals in the future.

One of the tools that garnered the greatest benefits was the value-stream-mapping process. In this process, the team members identified the necessary steps to convert an F-4G into a QF-4. And, the team took a re-look at these processes to identify the "non-value added" steps, targeting them for elimination.

According to Joe Chacon, a lean consultant from the Altarum Corporation currently helping AMARC in its lean efforts, "based on what I've seen in civilian industry and within the Air Force, after these events, we've seen a tremendous reduction in the time necessary to produce the products and services our customers require. Oftentimes, we've been able to cut flowdays by 50 percent."

Colonel Castillo kicked off this lean event by challenging the team to take AMARC to the next level. She told them they are beginning to write the next chapter in AMARC's history.

Over the next 12 months AMARC has three additional lean events scheduled. These include the processes associated with the A-10 wing repair, A-10 Service Life Extension Program and AMARC's packaging and crating functions.

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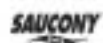
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